

2025 - 2030

STRATEGIC PLAN



Mission

The Community College of Vermont supports and challenges all students in meeting their educational and career goals through an abiding commitment to access, affordability, and student success.

Vision

CCV is deeply rooted in Vermont communities, providing students opportunities for academic and professional growth through flexible, innovative programs and exemplary support services. CCV will cultivate a rich network of partners through collaboration and workforce development to create vibrant and economically thriving Vermont communities.

Values

CCV holds at its core the belief that education has the power to transform lives, inspire families, and strengthen communities. We believe all people are entitled to a high-quality, affordable postsecondary education, and all students have the ability to learn. The following values guide CCV's work:

Collaboration

CCV values teamwork and actively reaches out to its diverse communities, developing deep partnerships to achieve shared goals.

Empowerment

CCV empowers its students, faculty, and staff to change their lives in positive ways and become active members in local and global communities.

Engagement

CCV offers small classes, embracing quality active learning and student engagement as the core of its teaching and learning environment.

Innovation

CCV fosters creative problem solving, responsiveness, entrepreneurship, and the ability to adapt to a rapidly changing world.

Integrity

CCV promotes institutional and individual responsibility, honest and ethical conduct, fairness, and transparency.

Learning

CCV develops the capacity of students, faculty, and staff to fulfill their potential through continuous education, improvement and growth.

Respect

CCV embraces diversity, equity, and inclusion, and provides welcoming, safe, and supportive teaching and learning environments.

Sustainability

CCV is committed to the wise use of resources to offer an affordable college education and to ensure the long-term health of the College. Community College of Vermont is a not-for-profit public institution.



Dear Friends,

Since its founding in 1970, the Community College of Vermont has established itself as a provider of high-quality courses and programs, a pathway to good jobs and further degrees, a leader in workforce education, and a champion of opportunity for all students. This is who we are.

With many thanks to our 2025-2030 Strategic Planning Committee, it is my pleasure to present CCV's strategic plan for the next stage in our journey. In the past year, this group of faculty and staff has performed an enormous task. They conducted an environmental scan of conditions affecting our work, our state, and higher education nationally; they scanned the relevant literature and did a significant amount of reading and research; they interviewed partners and thought leaders from across Vermont; and they probed the internal College community in more than a dozen SWOT analysis sessions with a variety of groups. They then made a deep dive into all they gathered and synthesized it into emergent themes as they relate to CCV's mission, vision, and values.

These themes are the basis of the five pillars of our new plan: Student Experience, Relevance, Value, Excellence, and Sustainability (note the fitting acronym, SERVES). The pillars of our plan set the direction for our work in the next five years and provide guardrails for the choices we face. The priorities listed under each pillar show the institutional changes we will undertake in each area. They are ambitious, strategic, and they are vitally important to our future.

Significant challenges lie before us: skepticism about the value of higher education, Vermont's aging demographics and worker shortages, and the need for opportunities for underserved populations, to name a few. CCV is a key partner with business, governmental, education, and service sectors working to address these issues, and we do not just sit at the table, we play a leadership role. Vermonters see the effects of our work in the students we serve, and they look to CCV to be part of the solution. Our ability to succeed in our work is only as strong as our relationships across the Vermont community are deep.

In a letter nominating one of our faculty members for the 2024 Teaching Excellence Award, one student wrote, "She took our classroom and made it a community." My hope is that our new strategic initiatives will help us work this type of magic in our every endeavor, from teaching to advising, working with businesses, community partners, charitable donors, and in our work together as faculty and staff, lighting the fire that propels students into a future of opportunity for themselves and their families.

At CCV, we build on our laurels, not rest on them. That is the spirit in which we take up the implementation of our new strategic plan.

Sincerely,

A handwritten signature in black ink that reads "Joyce Judy". The script is fluid and cursive, with the first letters of each name being capitalized and prominent.

Joyce Judy
President

INTERNAL AND ENVIRONMENTAL SCAN THEMES

STRENGTHS TO BUILD UPON

1. **Affordability:** CCV is the most affordable higher education institution in Vermont, setting it apart in the state's educational landscape. Our affordability within the state underscores our commitment to providing accessible education to Vermonters.
2. **Student-Centered, Mission-Driven Culture:** Helping students achieve their academic and career goals is the guiding principle of our decision-making processes. This dedication shapes our culture, ensuring that our actions align with the best interests of our students.
3. **Agility and Responsiveness:** CCV prides itself on its ability to adapt to the ever-changing educational landscape. By embracing a culture of evolution, we ensure that we continue to offer programs and services that are relevant and crucial for the success of our students.
4. **Innovation and Technology:** We continually challenge ourselves to grow and integrate the latest technological tools that not only enhance student learning but also increase our operational efficiency. Our commitment to innovation ensures that we remain at the forefront of educational advancements.
5. **Workforce Development:** CCV actively bridges the gap between education and employment, contributing to Vermont's talent pool.
6. **Leadership and Staff Commitment:** The dedication of our faculty, staff, and leadership forms the cornerstone of CCV, driving innovation and excellence throughout our educational and service offerings.

PRIMARY CHALLENGES

1. **Enhancing Student Outcomes:** CCV is dedicated to elevating student outcomes such as persistence, completion, and transfer rates, which currently fall below regional and national averages. Through focused efforts, we aim to increase student success metrics.
2. **Balancing Remote and In-Person Access:** As more students opt for remote access to classes and services, CCV faces challenges in maintaining a balance with in-person offerings across the state. This requires innovative solutions to meet the evolving preferences and needs of our student body.
3. **Expanding High-Quality Norms for Teaching and Learning:** Student feedback indicates that the wide variability in course design and engagement challenges their ability to navigate their courses successfully and feel connected to the College. Expanding high-quality norms across our course offerings is crucial to ensuring all students are provided an accessible, rigorous, and high-quality educational experience.
4. **Addressing Mental Health and Wellness:** An increasing number of students are disclosing mental health challenges that affect their ability to engage effectively in their college learning. Developing robust support systems is imperative to address these needs and support student well-being.
5. **Improving Long-Term Course Scheduling:** Enhancing the clarity and transparency of long-term course availability will support predictability for students, allowing them to plan their educational journeys more effectively.
6. **Enhancing Connection in a Remote Environment:** Students have expressed that CCV excels when there are opportunities for connection. In an increasingly remote educational environment, offering more opportunities for interaction and developing a stronger sense of community among students are essential to fostering belonging.

EXTERNAL TRENDS IMPACTING CCV

1. **Return on Investment Concerns:** Students are seeking robust returns on their college investments, desiring assurance that their education will prepare them for well-paying jobs post-graduation. The rising costs of higher education are leading to perceptions that the time and financial investments may not yield the expected career benefits.
2. **Changing Employer Requirements:** A shortage of skilled workers has led some employers to eliminate degree requirements, opting instead to provide on-the-job training. This trend may diminish the perceived competitive advantage of earning a degree, influencing prospective students' enrollment decisions.
3. **Impact of Mental Health on Enrollment:** Mental health issues are increasingly affecting students' willingness to enroll, return, and stay engaged in higher education. Feelings of disconnection and a lack of belonging are major factors driving this trend.
4. **Equity and Access Challenges:** Equity issues are prevalent across several domains, including digital access, technology fluency disparities between adult learners and traditional students, and the need for more flexible course delivery formats such as asynchronous and non-traditional semester lengths.
5. **Need for Community Among Online Learners:** There is a desire for a stronger sense of community, particularly among online learners, to enhance their educational experience and foster a sense of belonging.
6. **Economic Challenges for Vermonters:** Wage stagnation coupled with a rising cost of living in Vermont makes it increasingly difficult for residents to afford living expenses, impacting potential students' ability to pursue higher education.
7. **Demographic Shifts in Vermont:** A declining high school population and an aging workforce are placing greater strains on Vermont's services, with insufficient new workers available to support these needs in the long-term.
8. **Impact of Emerging Technologies:** The rapid development and adoption of technologies such as artificial intelligence (AI) are transforming educational and workplace environments.

KEY OPPORTUNITIES

1. **Accelerated Terms:** Offer classes in shorter academic terms that allow students to complete courses within a condensed timeframe. This structure reduces the likelihood of students dropping out due to unforeseen life events and potentially enables them to enroll in more classes each semester.
2. **Expanding Partnerships:** Strengthen and initiate partnerships with K-12 schools, businesses, employers, and organizations.
3. **Career- and Employer-Connected Programs:** Expand career-connected programs and credentials, offering badges, apprenticeships, and specialized credentials that address the needs of employers and workers and provide flexible pathways for skill development.
4. **Leverage Established Online Education Program:** As a leader in high-quality online education in Vermont, CCV can capitalize on the growing acceptance of online learning. This trend offers an excellent opportunity to expand our educational reach across the state.
5. **Advocate for Affordability:** Advocate for increased financial support, aiming to reduce costs to better align with the national average for community colleges, thereby expanding CCV's accessibility to Vermonters.
6. **Expand Career Learning:** Expand career-learning activities, supporting students' professional goals and serving as a strategic retention and workforce development tool.
7. **High School Pathway Expansion:** Increasing interest in high school pathways offers an opportunity to facilitate smoother transitions to higher education and encourage early college engagement.
8. **Expand and Elevate Transfer Pathways for Affordability:** Some states have successfully used transfer pathways to boost affordability and enrollment. This strategy presents an opportunity for us to streamline and promote our transfer options, enhancing student mobility and value.

2025-2030 STRATEGIC PILLARS & PRIORITIES

CCV SERVES

We serve the communities we live and work in. We serve the state we call home. And we serve the thousands of learners, partners, and businesses that work to create a vibrant and economically thriving Vermont.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY

PILLAR I

STUDENT EXPERIENCE

Place the student experience at the forefront, fostering an environment where students achieve their academic and career goals and derive significant value from their time at CCV.

Priority 1

Design academic terms and modalities that support accelerated completion and flexibility for students.

Priority 2

Provide an integrated system of student services that clarifies and supports students' career goals from pre-admission through completion, including graduation and transfer.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY

PILLAR II

RELEVANCE

Deliver high-quality programs that align with regional workforce needs and advance students' economic mobility.

Priority 3

Integrate a range of best-fit work-based learning options into program and course design to ensure students gain relevant work experience, accounting for teaching and learning goals as well as capacities.

Priority 5

Leverage current and emerging technology in teaching, learning, and workplace contexts.

Priority 4

Align program offerings with labor market opportunities, clarify earning trajectory and career pathways by program for students, and foster equitable enrollment and completion rates across programs.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY



PILLAR III

VALUE

Enhance and promote the College's compelling value proposition, establishing it as a vital leader in shaping the state's future with a focus on quality, accessibility, and affordability for all Vermonters.

Priority 6

Establish CCV as Vermonters' premier college choice for advancing their education and career aspirations.

Priority 7

Generate value for stakeholders by nurturing strategic partnerships, leveraging our statewide presence, and driving positive change within our communities, serving as a hub for collective impact in the state.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY



PILLAR IV

EXCELLENCE

Scale learner-centered best practices in teaching to ensure accessible, inclusive, and supportive learning experiences centered around student success.

Priority 8

Cultivate learning environments that promote engagement, provide predictable course design, and prioritize the student experience.

Priority 9

Ensure student supports across teaching and learning formats are responsive, substantive, and individualized.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY

PILLAR V

SUSTAINABILITY

Cultivate a growth-oriented, agile culture and a sustainable organization.

Priority 10

Grow enrollment and retention across a variety of sectors, especially Vermont's underserved and underrepresented populations.

Priority 12

Ensure the College's processes, design, and infrastructure are durably and responsibly deployed to meet evolving needs and provide for an affordable student experience.

Priority 11

Hire, develop, and retain outstanding and diverse faculty and staff.

STUDENT **E**XPERIENCE **R**ELEVANCE **V**ALUE **E**XCELLENCE **S**USTAINABILITY

Thank You

The 2025 – 2030 Strategic Plan reflects the input and thinking of a diverse group of CCV community members and partners. We value and appreciate the perspectives and insights shared by the many contributors to this Strategic Plan.

CCV Strategic Planning Committee:

Rick Arend – Faculty

Amy Chess – Co-Chair, Director of Institutional Research and Planning

Ryan Dulude – Co-Chair, Director of Financial Aid

Kate Hughes – Coordinator of Teaching and Learning

Jade Leighty – Financial Aid Counselor

Nicole Otte Stetson – Associate Academic Dean

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Natalie Searle – Director of Secondary Education Initiatives

David Tabaruka – Controller

Artie Toulis – Operations Manager

Adam Warrington – Associate Dean of Admissions and Enrollment

Heather Weinstein – Dean of Strategic Initiatives and Student Affairs

Erin Wetherell – Coordinator of Student Advising

CCV is committed to nondiscrimination in its learning and working environments for all persons. All educational and employment opportunities at CCV are offered without regard to race, creed, color, national origin, marital status, sex, sexual orientation, gender identity, veteran status, or any other category protected by law. CCV is an equal opportunity employer. Auxiliary aids and services are available upon request to individuals with disabilities.



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